

**Communications and Information**

Civilian  
Workforce  
Transformation



**STRATEGIC  
PLAN**

# Strategic Plan for Civilian Workforce Transformation



*“Public service is not just a job. It is an act of citizenship and a noble calling.”*

— George W. Bush, President of the United States  
(A letter to Federal Employees, July 9, 2002)



Within the Air Force, there are more than 147,000 civilians in grades GS-3 through Senior Executive Service. The communications and information civilian workforce, numbering more than 24,000 proud professionals, provides reliable and integrated information for the warfighter and is an integral part of the U.S. Air Force Total Force.

This **Strategic Plan for Civilian Workforce Transformation** provides clear vision for the management and development of our communications and information professionals. It establishes the following goals:

- ◆ *Transform and reskill the civilian workforce*
- ◆ *Foster leadership development*
- ◆ *Support the Air Force's warfighting requirements*

The plan is transformational and ensures that we maintain a professional workforce that has the right mix of breadth and depth of experiences. Key attributes to ensuring success of our communications and information professionals are mentoring, equal consideration for professional development and career progression opportunities. This plan will ensure the communications and information civilian workforce continues to provide outstanding support to the United States Air Force.



A handwritten signature in blue ink, reading "Rob C. Thomas II". The signature is fluid and cursive, with the "II" at the end being distinct.

**ROB C. THOMAS II, SES**  
**Assistant DCS, Warfighting Integration**



# Integrity First

## INTRODUCTION

People are still the single most important element of any effective military force. Despite the impressive performance of new weapons and the promise of an integrated, high technology air- and space-based omnipresence, it is the capability, skill, ingenuity, and dedication of our total force that operate, maintain, and support Air Force systems that truly make the difference.

## Service Before Self

The context of this Strategic Plan is a dynamically changing technological environment where there will be increased commercial competition for limited numbers of trained and qualified individuals. The network-centric transformation of warfighting capabilities includes exploiting Information Technology (IT) and reengineering support and business processes. The skill sets to accomplish this are and will continue to be highly sought after in industry, too.

## CORE VALUES

The Air Force's core values of *Integrity first, Service before self, and Excellence in all we do* are central themes of service expected by members of the Total Force. Adherence to these values is essential to our success. However, with increased commercialism, decreased personal interaction due to automation, and a more mobile population, new professionals entering service are unlikely to possess these values to the extent desirable in today's Air Force. Thus, we must continually work at not only attracting and retraining quality people, but also instilling upon them these core values.

## PURPOSE

In his 6 Nov 02 *CSAF SIGHT PICTURE*, Gen. John P. Jumper, Air Force Chief of Staff, emphasized,

*"Day after day you [military, ARC, civilian, and contractor] demonstrate that your expertise is our greatest asset, and I truly believe your continued training and development are our wisest investment."*

## Excellence In All We Do





## Recruit and retain

**I**t is the Air Force's responsibility to organize, train, and equip our forces; the key challenge is recruiting and training the most qualified people. This plan sets the framework for ensuring we maintain a professional communications and information civilian workforce in the face of ever-changing technologies, heightened competition, and lucrative employment opportunities.

This plan responds to the corporate strategy contained in Air Force Civilian Leadership Development (AFCLD) Plan, as well as

supporting initiatives published as the Civilian Personnel Management Improvement Strategy (CPMIS).

HQ USAF Personnel leads the integrated approach to develop the AFCLD and CPMIS through functional participation and senior executive guidance and oversight. This plan also supports Goal 4 of the AF/XI *500-Day Plan*, November 2002: "A cadre of professionals trained to deliver integrated warfighting C4ISR capabilities." This Strategic Plan was developed in accordance with Federal laws and regulations.

### **VISION STATEMENT:** *"The Right People, for the Right Job, at the Right Time"*

#### ***Air Force Corporate Vision:***

*Developing civilian leaders, who will:*

- ♦ *Share the mantle of leadership with the officer corps*
- ♦ *Serve the Air Force where and when needed*
- ♦ *Think strategically and be technically adapt*
- ♦ *Possess broad and diverse experience*
- ♦ *Set the example for tomorrow's workforce*

#### ***Air Force Civilian Leadership Development Plan Goals:***

- ♦ *Achieve the best leadership mix for the Air Force*
- ♦ *Provide a well-defined framework for progression*
- ♦ *Strengthen understanding of the Air Force's warfighting mission*
- ♦ *Recruit and retain a quality workforce*
- ♦ *Develop managerial and technical competencies*
- ♦ *Obtain legislative authority and resources*



# Professional workforce

## FUNCTIONAL MISSION

To provide communications and information professionals that adhere to the Air Force's core values avenues to meet professional and personal goals through training, accession, and placement opportunities.

## FUNCTIONAL MANAGER'S STRATEGIC OUTLOOK

The communications and information career professional civilian workforce supports the Air Force's warfighting mission by developing, sustaining, and operating an integrated, globally networked command and control information environment and its associated architectures.

Within this strategic plan, goals were created to ensure the development and maturation of a professional communications and information workforce that will deliver the leadership and technological competence to meet warfighting requirements today and tomorrow. The strategic focus is to recruit and retain highly qualified people, provide hands-on leadership via mentoring, and provide opportunities for professional growth.

The communications and information career field includes civilian professionals in officer-equivalent and enlisted-equivalent grade levels. The enlisted-equivalent professionals are locally managed—hired and trained to support local unit mission requirements. The officer-equivalent professionals are centrally managed through the functional career program.



The Communications and Information Career Program (CICP) centrally oversees the development and progression of these officer-equivalent civilians. The goal is to afford communications and information civilians every opportunity to achieve their highest potential, including progression to the Senior Executive Service.

## CICP CHARTER

The CICP is organized in accordance with Air Force instructions governing career programs. The CICP Policy Council serves as the executive steering group. The Deputy Chief of Staff, Warfighting Integration (HQ USAF/XI) appointed the Assistant Deputy Chief of Staff, Warfighting Integration (HQ USAF/XI-2) as council chair. Council members are appointed to represent major commands, field operating agencies, direct reporting units, and Joint activities. Supporting executive panels chaired by other Air Force senior leaders guide the activities relating to communications and information interns, professional development, and position management.

The CICP Policy Council chair is an appointed member on the Executive Resources Board (ERB) Development Panel. That panel provides the oversight and guidance for the AFCLD plan and CPMIS actions.



The goals and strategies in this plan result from decisions by the Policy Council—with specific focus to support the AFCLD plan and the Air Force Education and Training Review Council’s Strategic Plan. Our transformation plan has an essential link to the Air Force Force Development guidance being developed by the Air Force Senior Leader Management Office (AFSLMO) and the DP community. This integrated approach serves as the foundation for the Air Force’s overall strategy to develop its professional civilian workforce to meet future Air Force requirements.

### **CICP Goals and Strategies (see Appendix–A):**

The functional manager of the communications and information civilian workforce has established a roadmap for career progression. Goals include simplifying personnel processes, strengthening recruiting and the placement of PALACE Acquire interns, re-skilling the community to meet tomorrow’s challenges, and clearly establishing an easy-to-understand career progression for communications and information civilian professionals that uses career broadening opportunities and mentoring to fully develop the career field’s leaders of tomorrow.

One personnel process the plan seeks to simplify deals with core personnel documents. The development of Air Force-wide Standard Core Personnel Documents (SCPDs) will be accelerated along with the process to ensure they remain current. The functional manager will continually identify training and education requirements for current and future workforce professional development.

Recruiting this country’s best and brightest professionals with key communications and information skill sets is critical to meeting warfighting requirements, especially in

information operations and information assurance. The PALACE Acquire Intern Program will also continue to be a cornerstone recruitment and placement program on which to bring in professionals.

Recruitment and training must keep pace with ever-evolving technology, doctrine, and legislative mandates to keep the workforce relevant and capable of supporting future Air Force requirements. Of particular importance is redefining the information management career path to ensure that e-government needs are included in all aspects of professional development and career progression and ensuring that Chief Information Officer (CIO) skills and training requirements are incorporated into CICP processes and documentation.





# Future leaders

In May 2002, the functional strategy known as **SCOPE Champion** was established to develop future leaders within the communications and information career field. One goal of the program is to provide information on career progression and visibility into opportunities for development. The program will become the mainstay for the CICP. SCOPE Champion's first screening board is scheduled for September 2003.

SCOPE Champion emphasizes the importance of mentoring and career broadening. Mentoring is an important aspect of fostering professional growth. The CICP will provide senior Air Force leaders with tools and information to guide development of communications and information career professionals. Additionally, the CICP office will maintain an up-to-date repository of career development information accessible to all registrants via the world wide web. Through the active participation of mentors and access to information, career professionals will have access to career information, visibility into opportunities, and have the necessary tools to make informed career decisions.

Providing career opportunities where communications and information professionals can gain additional experiences and breadth is critical. Creating opportunities to serve and grow outside of traditional communications and information career tracks is one area of emphasis. These career-broadening opportunities expand experience and broaden perspectives by allowing communications and



information professionals to serve and lead in positions outside of their community.

Additionally, it is important for all communications and information professionals to become familiar with the art and science of applying airpower through in-residence and non-residence professional military education. While also expanding the professionals' perspective, it allows the communications and information professional to understand and converse with the warfighter.



## SUMMARY

Transforming the civilian workforce requires leadership, diligent management and oversight. The goal is to provide the right professional development, experiences, and opportunities at the right time to better prepare communications and information professionals for advancement to Senior Executive Service positions. The end goal is a deliberate approach to ensure the Air Force has civilian communications and information professionals who can share the mantle of leadership with their military counterparts.

## PERFORMANCE INDICATORS/ MEASURES

The key measure of this strategic plan will be how effective the communications and information function is in achieving the goals. Since the policy council and executive panels are undertaking expanded roles, new outcome measures are critical in tracking and demonstrating effectiveness. The CICP office will periodically survey registrants to determine the impact of management policies and seek recommendations for improvements. Indicators will provide data that reflect:

- ♦ Increased awareness among registrants about career development opportunities and enrichment
- ♦ Senior leader support for professional development and career progression to senior executive positions

- ♦ Managers and supervisors agreement that CICP operations result in the right people in the right jobs to achieve mission-related results

### Performance Indicators/Measures

- ♦ Percentage of all registrants who have completed the career development process review/briefing.
- ♦ Number of CICP registrants fulfilling requirements as established in Master Development Plan (MDP).
- ♦ Percentage of SCPDs updated or reviewed annually. Percentage of CICP registrants that have current SCPDs.
- ♦ Percentage of MAJCOMs eligible participating in SCOPE Champion.
- ♦ Percentage of SES competitions in which adequate numbers of fully qualified candidates competed.
- ♦ Number of career broadening opportunities expressed as a percent of available communications and information personnel in need of career broadening and the number of those slots filled.
- ♦ Percentage of eligible communications and information positions that have been mapped to a senior leader for mentoring purposes. Percent of mapped positions in which a mentoring meeting has occurred.

***“...Some of us will serve in government for a season; others will spend an entire career here. But all of us should dedicate ourselves to great goals. We are not here to mark time, but to make progress, to achieve results, and to leave a record of excellence.”***

***President George W. Bush, October 15, 2001  
Constitution Hall, Washington DC***

## APPENDIX – A

# CICP GOALS AND STRATEGIES

The senior communications and information leaders have agreed to strengthen efforts to recruit, retain, and develop civilian communications and information professionals to lead and support our future air and space forces. To that end, we will champion the following goals in 2003.

### **Goal 1** — *Redefine workforce duties and skills needed for the globally-networked environment.*

Our current workforce, while being extremely well trained technically, is very deep in a singular mission understanding, but not well versed in other vital mission areas. To achieve true warfighter integration, we believe we need to create the positions and a force structure in which to grow this technically-elite government civilian cadre. This begins with the recruitment and strategic outplacement of PALACE Acquire interns and furthered through the establishment of career broadening positions well placed to exploit the needed technical skills for the future.

### **Goal 2** — *Transform and reskill workforce.*

Our goal is to develop standard core personnel documents (SCPDs) which will reflect the future technical and managerial skills needed to support the warfighter. This will mean partnering with the Office of Personnel Management (OPM), HQ USAF/DPP, and communications and information senior leadership to ensure that classification standards and associated skill codes are developed to meet future needs (3 to 5 years out), and not be out of date upon publication.

### **Goal 3** — *Foster leadership development.*

While recognizing the need for communications and information technical civilians, we must create the process to broaden the experience base of our mid and senior level management personnel. To achieve this requires a change in the mind-set of our workers and managers alike--developing “career-minded Air Force civilians” who expect to serve their country in multiple locations throughout their tenure. Our goal is to create and grow leaders capable of taking our Air Force to the next level of excellence.



#### **Goal 4** — *Emphasize mentoring and career counseling.*

Pivotal to the success of this philosophical change will be senior leadership's involvement. Trust is the key. To gain trust requires interaction. Specifically, the interaction of senior leadership to mentor and shepherd all levels of employees. The communications and information workforce will need senior civilian and military leadership to buy into the mentoring process and be willing to spend the time required to truly guide the communications and information workforce into their future. This means a formal mentoring established at all levels of the communications and information workforce.

#### **Goal 5** — *Market career opportunities.*

With senior level support and partnering with the career programs and civilian personnel, we will create diverse opportunities in training, senior leader forums, career broadening opportunities, and establish permanent positions into which the most highly trained, educated and motivated employees will have access.

**FOOTNOTE 1.** The SCOPE Champion strategy is an integrated approach that encompasses a self-nomination process, rotational assignment positions, professional development for credentials, and a civilian screening board. The strategy stresses a professional foundation composed of technical breadth and depth in the career field, and experience in cross-functional areas. The SCOPE Champion strategy is being implemented as an integral part of the CICP professional development initiatives. SCOPE Champion is designed to ensure employees reach their fullest potential.







Communications and Information Career Program  
Policy Chair  
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